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CAR AND LIGHT TRUCK FLEET AND LEASING MANAGEMENT MAGAZINE

NAFA President On Fleet Managers' Future

Profiting From Employee Sales

21st Century Fleet Cars

Operations Survey Results

Expanded Truck Coverage

Comparing Classes 3 To 5

Imports Surge On Lessor Selectors

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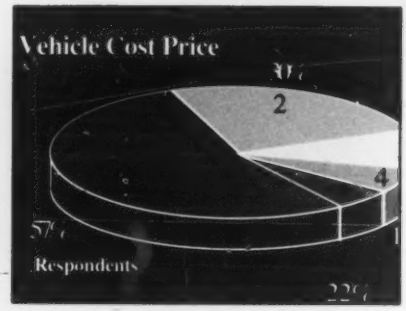
CAR AND LIGHT TRUCK FLEET AND LEASING MANAGEMENT MAGAZINE

September 1990
VOL. 29, NO. 11

Influencing the management of 4,959,000 cars and 2,162,000 light trucks and vans in business, leasing, rental, utility, government, police, and taxi fleets.



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On the cover: Teeing off for the 1991-model year are (left to right): the Nissan Sentra, Toyota Previa, and American Isuzu Stylus. Shot on location at the Los Verdes Golf Course, Rancho Palos Verdes, CA. Our profile begins on p. 22.

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Fleet Managers' Salaries Are Rising

Increased compensation for commercial fleet managers is based in part on whether a company owns or leases its fleet, and signals a growing awareness of the position's importance in the eyes of management.

The money you make as a fleet manager may have something to do with whether your company owns its fleet or leases it.

Although the average salaries of the two groups are comparable ($39,450 for managers of company-owned fleets and $39,370 for managers of leased fleets), managers of company-owned fleets may have a better chance of breaking into the $40,000 salary range, according to a Runzheimer International study.

According to the study, 43 percent of fleet managers whose companies own their fleets have surpassed the $40,000 salary barrier. This compares with the 38 percent of leased-fleet managers who are over that same $40,000 salary mark.

In comparisons to salary figures from the last seven years, however, it is clear that both groups of fleet managers are beginning to climb the salary ladder.

In 1983, only one out of five managers of totally company-owned fleets earned $40,000 or more per year. In 1985 and 1987, just over one-third received salaries above that amount. The jump to 43 percent in 1989 is a nearly 20 percent increase to the over-$40,000 group from 1987's figures.

The salary history for leased-fleet managers has shown a similar movement. In 1983 and 1985, only about one-fourth of leased-fleet managers

Annual Salary Ranges Of Fleet Managers Of Company-Owned Fleets

	1989
Average Salary	**$39,450**
Median Salary	**$37,770**

Annual Salary Range	Percent of Respondents 1983	1985	1987	1989
Under $20,000	14%	14%	6%	3%
$20,000-24,999	12%	14%	15%	12%
$25,000-29,999	22%	8%	13%	9%
$30,000-34,999	18%	14%	16%	20%
$35,000-39,999	14%	15%	14%	13%
$40,000-44,999	20%	35%	10%	14%
$45,000-49,999	N/A	N/A	10%	12%
$50,000 or More	N/A	N/A	16%	17%

N/A= Not Asked

Annual Salary Ranges Of Fleet Managers With Company-Leased Fleets

	1989
Average Salary	**$39,370**
Median Salary	**$35,110**

Annual Salary Range	Percent of Respondents 1983	1985	1987	1989
Under $20,000	10%	11%	11%	5%
$20,000-24,999	16%	16%	14%	13%
$25,000-29,999	17%	11%	17%	18%
$30,000-34,999	19%	16%	16%	14%
$35,000-39,999	10%	21%	12%	12%
$40,000-44,999	28%*	25%*	12%	9%
$45,000-49,999	N/A	N/A	2%	9%
$50,000-54,999	N/A	N/A	16%**	7%
55,000 or More	N/A	N/A	N/A	13%

N/A= Not Asked

**Salary range represented by these percentages was $40,000 or more.*

***Salary range represented by this percentage was $50,000 or more.*

Source: Runzheimer International

received salaries at $40,000 or above. In 1987, just under one-third received salaries at or above that amount. The 1989 figures, however, show that the percentage of leased-fleet managers who have reached the $40,000 salary range has grown to 38 percent.

What does all this mean? It means that companies are, in fact, beginning to recognize the need for a fleet professional to oversee vehicle operations, and also that they are becoming increasingly open to the idea of adequately compensating fleet managers for a professional job well done.

Salary Ranges Of Managers In Charge Of Government And Utility Fleet Operations

	Government	Utility
Average 1989 Salary	$39,300	$46,400
Median 1989 Salary	$38,600	$46,600

Percent of Government Respondents

Salary Range	1983	1985	1987	1989
Under $20,000	7%	5%	8%	3%
$20,000-$24,999	14%	14%	10%	4%
$25,000-$29,999	17%	20%	11%	9%
$30,000-$34,999	34%	23%	22%	23%
$35,000-$39,999	19%	20%	21%	16%
$40,000-$44,999	9%*	18%*	14%	18%
$45,000-$49,999	*	*	14%**	14%
$50,000-$59,000	*	*	**	7%
$55,000 or More	*	*	**	6%

Percent of Utility Respondents

Salary Range	1983	1985	1987	1989
Under $20,000	N/A	N/A	2%	1%
$20,000-$24,999	N/A	N/A	3%	1%
$25,000-$29,999	N/A	N/A	7%	6%
$30,000-$34,999	N/A	N/A	13%	9%
$35,000-39,999	N/A	N/A	18%	12%
$40,000-$44,000	N/A	N/A	14%	16%
$45,000-$49,999	N/A	N/A	43%**	14%
$50,000-$54,999	N/A	N/A	**	15%
$55,000 or More	N/A	N/A	**	26%

*This category was $40,000 or more in the 1983 and 1985 surveys. **This category was $45,000 or more in the 1987 survey.
N/A=Not Asked

Source: Runzheimer International

Selected California Cities and Counties — June 1990: Government Fleet Manager Salary Survey

	Base Salary / Top Salary Step	Fleet Size
County of San Diego	$ 6000	1900
City of Oakland	5701	1801
City of San Jose	5327	1560
City of Sunnyvale	5266	600
County of San Bernardino	4850	1350
City of San Mateo	4787	250
City of Milpitas	4699	180
City of Santa Clara	4686	890
County of Alameda Transportation	4673	475
County of Riverside	4625	1600
City of Fremont	4539	325
City of Redwood City	4495	402
City of Palo Alto	4482	470
County of Sonoma	4337	1100
County of San Diego Transportation	4331	525
County of Santa Clara	4298	1320
County of Contra Costa	4140	1150
County of San Mateo Transportation	3910	400
County of San Mateo	3753	480

Note: Most all cities and counties have paid-retirement or no social security and/or both which is not included in the survey. This informal survey was conducted by R. Simon, County of Santa Clara, and is published courtesy of California Fleet News.

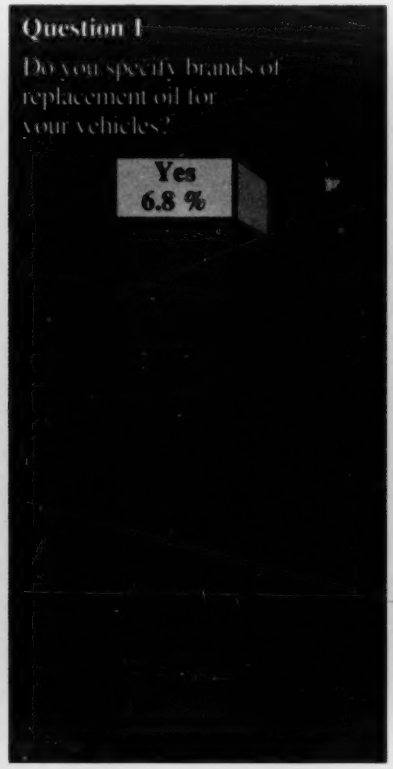
Acquisition Cost Top Factor In Vehicle Selection

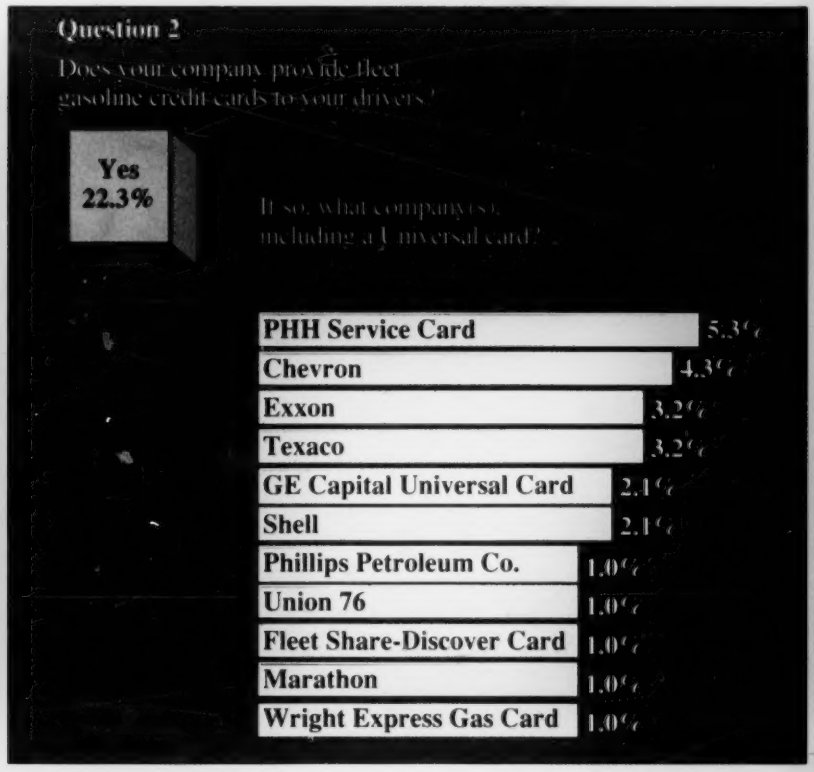
According to respondents of Automotive Fleet's *1990 Fleet Operations Survey, initial cost was the number one factor in selecting fleet vehicles. Other factors included operating expenses, image, and fuel efficiency.*

Results of the 1990 Fleet Operations Survey, conducted by *Automotive Fleet*, showed that fleet managers still consider vehicle acquisition cost the most important factor in obtaining their fleet vehicles. This answer paralleled fleet manager's responses in NAFA's 1990 New Vehicle Acquisition Survey conducted earlier in the year, where respondents also rated initial cost as the single most important factor in new vehicle acquisition.

When asked to rate by importance six factors that influenced vehicle acquisition, 57 percent of the fleet managers responding to *AF's* Fleet Operations Survey selected cost as the most important, followed by vehicle operating expense (20 percent), manufacturer origin (10 percent), delivery availability (seven percent), and image and fuel efficiency (five percent each).

The survey revealed that over 71 percent of the surveyed fleet managers use national account programs to

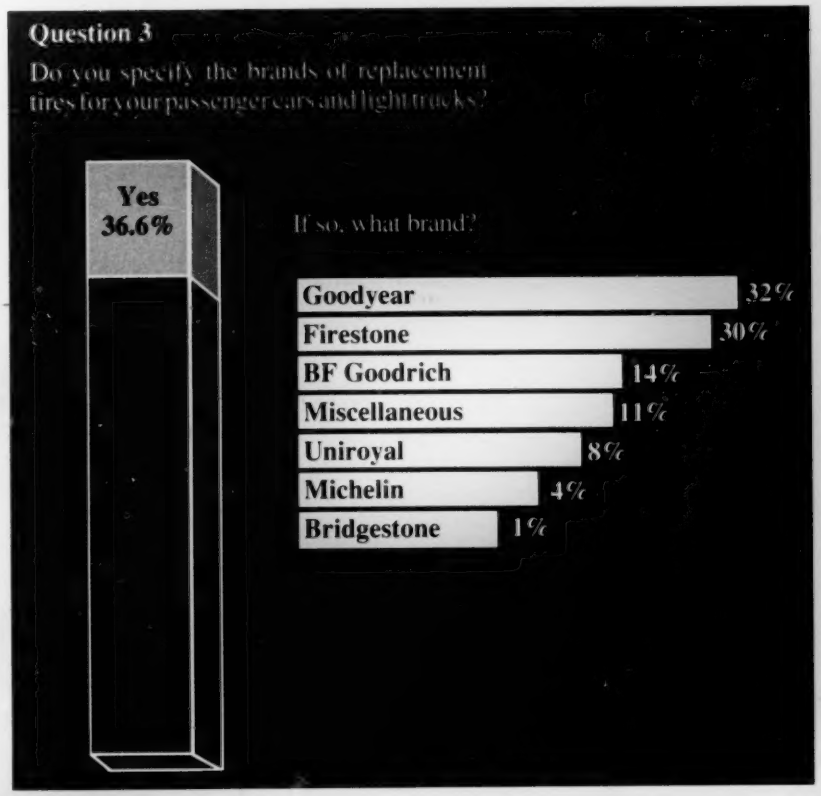


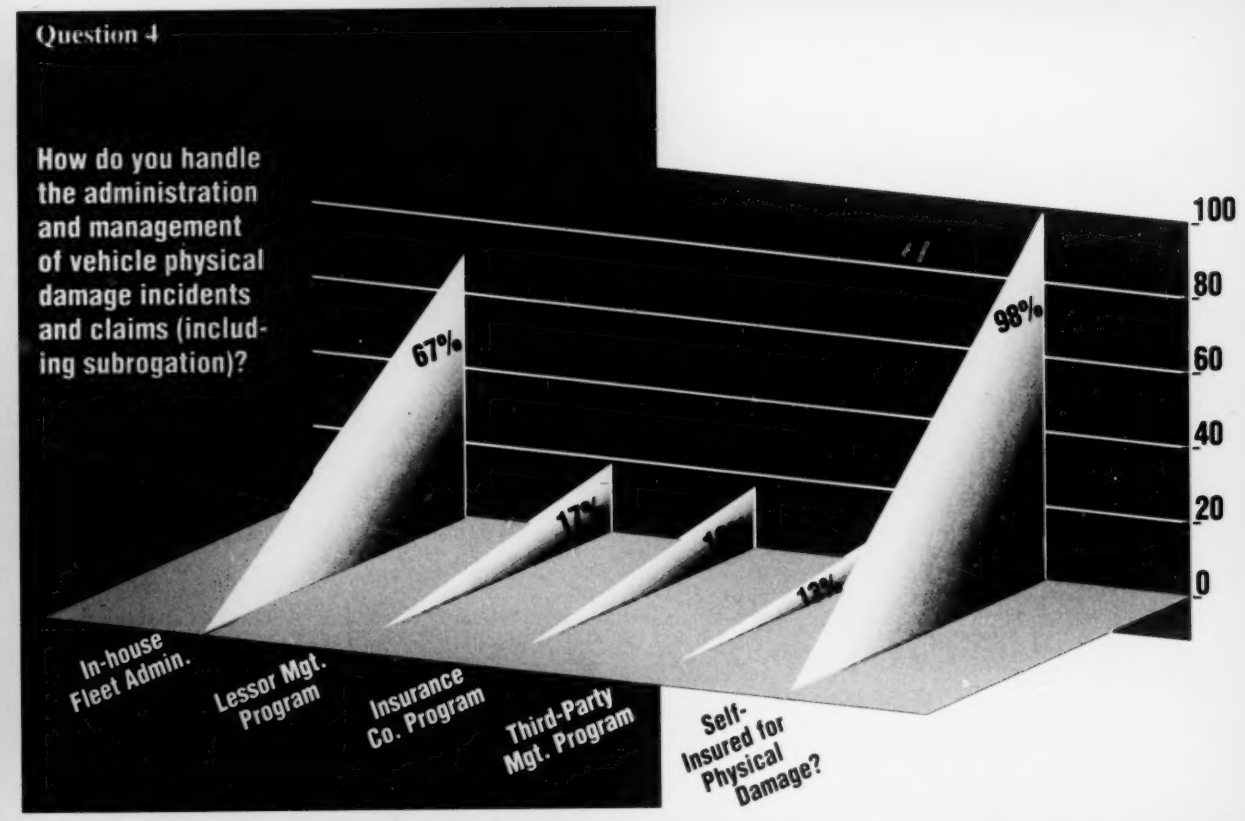


perform preventive maintenance and recommended manufacturer service on their fleet vehicles to their drivers.

When asked if their company provided fleet gasoline credit cards, an overwhelming 77.7 percent responded "No." A high percentage of fleet managers also responded "No" when asked if they specify brands of replacement oil (93 percent) and tires (63 percent.)

The final question in the survey asked: "How do you handle the administration and management of physical vehicle damage and incidents and claims (including subrogation)?" Sixty-seven percent of the respondents indicated that in-house fleet departments handle physical damage incidents and claims processing, followed by lessor accident management programs (17 percent), insurance company programs (16 percent), and a third-party management program (13 percent). Also, 98 percent answered "Yes" when asked if they were self-insured for physical damage.



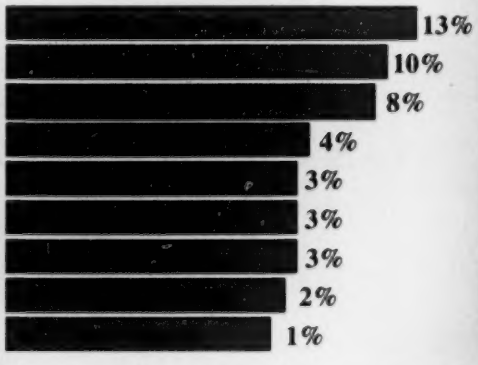


Automotive Fleet's 1990 Fleet Operations Survey was sent to fleet managers at the 200 largest vehicle fleets in the United States, based on *Automotive Fleet's* Top 100 and Second Top 100 lists. These fleets control 355,547 cars and 276,726 light trucks and vans. Percentages for the study are based on 104 responses received. AF

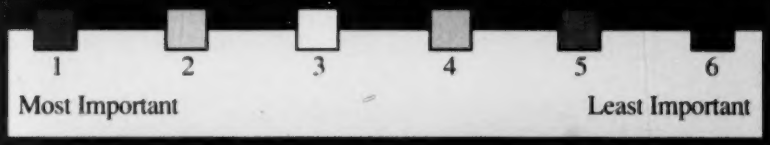
Question 5

Do you use national account programs for preventive maintenance and recommended manufacturer service?

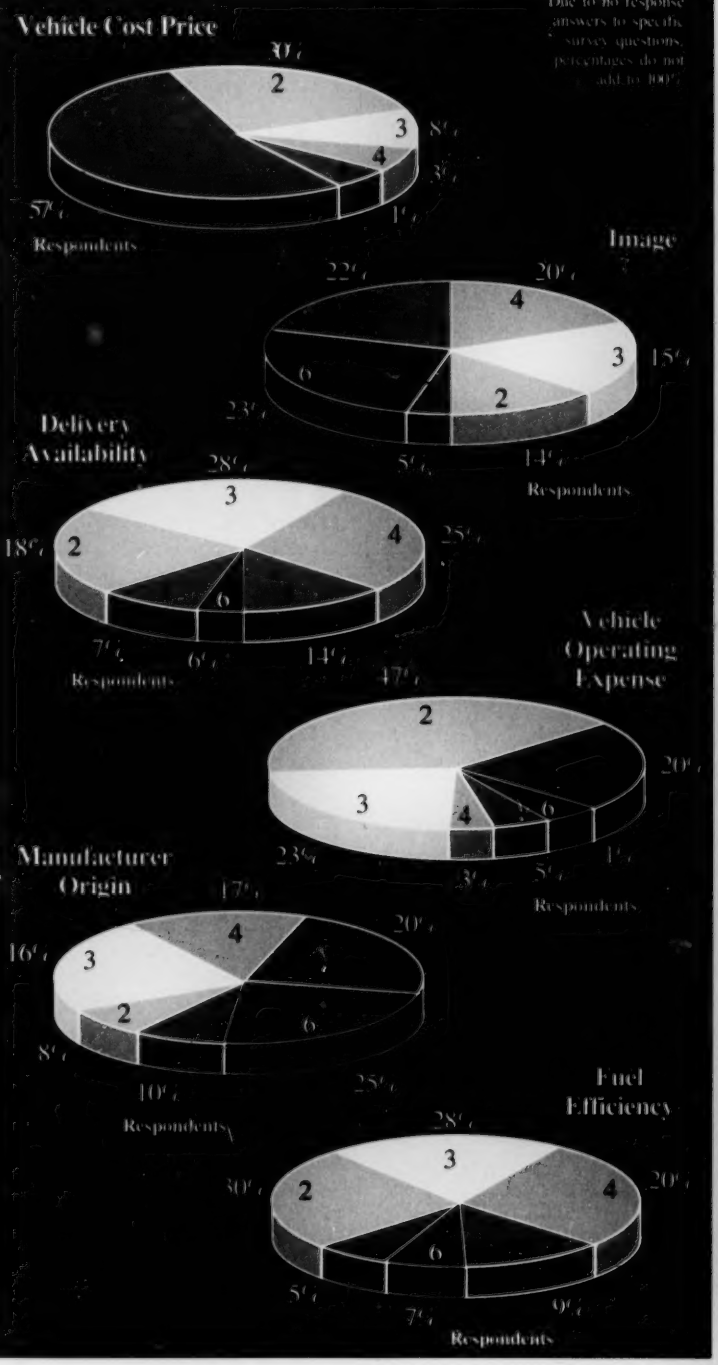
If so, what company(s), including a Universal card?



Question 6 In making your car and light truck acquisitions for your fleet, please rate the following factors in the order of importance:



Due to no response answers to specific survey questions, percentages do not add to 100%



How To Manage A Government Fleet

Here's some thought-provoking examples of ways that government fleet managers economize their operations, stretch equipment cycling periods, maximize returns on resales, and generally get more for every dollar spent.

Managing a government fleet, whether federal, state, or local is a difficult, complex, and frustrating job. What contributes to this situation are the constant demands that the fleet "customers" make for new vehicles and equipment.

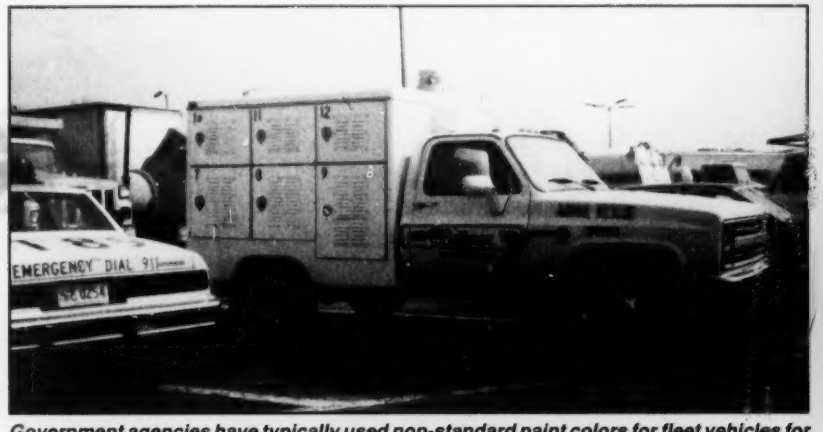
There are a variety of other challenges that affect government fleet management. For instance, the fleet manager has responsibility for a large investment in equipment, however, sometimes he or she is not given the necessary authority to manage this responsibility.

In these demanding situations, the fleet manager's "best friend" is the purchasing agent. The purchasing agent shares responsibility with the fleet manager for monitoring the final purchase descriptions and assuring the very best prices from bidders.

This article will examine government fleet administration in managing motor pools, the acquisition and cycling of equipment, preventive maintenance, computerization of operations, and the current trend toward privatization.

A Growing Trend

A few government fleets have contracted out virtually all fleet operations to fleet management companies. These companies are employed to manage the entire fleet. They assign a fleet manager to work on the premises running the operation on a daily basis. Although there are advantages to hiring private companies (such as controlling union activity), the benefits do not seem to outweigh the additional costs.



Government agencies have typically used non-standard paint colors for fleet vehicles for safety and identification purposes. Bucking this trend is the City of Baltimore, which has selected white as its color of choice, but it also orders a mix of standard factory colors. According to the city, a white truck with a strobe light is adequate for safety purposes.

Despite the trend toward privatization, if a political subdivision employs its own fleet manager (empowered with the proper authority), he or she should be able to effectively manage fleet costs, while providing the necessary transportation services to government employees.

Motor Pool Efficiencies

Managing a motor pool is no different than running a small business. A motor pool is designed to provide reliable, safe, and clean vehicles or equipment that is capable of performing the required job. The fleet manager's function is to prepare a budget, buy or lease equipment, and dispose of it at the proper time.

One of the best ways to provide this service is with a centralized motor pool under a single manager. (The exception to this rule would be agency fleets, such as police and fire, which have specialized requirements and problems.) However, the average administrative sedan should be managed from a centralized motor pool operation which is a self-funding operation (using a revolving

fund to generate its own income).

To achieve this, fleet management needs to establish daily, weekly, and monthly rental rates that are competitive. On the other hand, these rental rates should produce adequate revenues to cover all costs such as equipment, depreciation, maintenance, fuel, insurance, payroll, utilities, building and grounds rent, and administration. Sometimes these costs are not identified and factored into rental rates.

How Much Equipment To Buy

A perennial concern in government fleet management is determining the appropriate number of vehicles or pieces of equipment that are required by the political subdivision to meet its civic responsibilities. The ideal is to have the exact number of vehicles and pieces of equipment required for any given workday. But 100 percent utilization is a goal that is not often reached. Without question, it is necessary to acquire vehicles for employees who drive 12,000 to 15,000 miles annually. However, for employees who drive less than this and only need occasional transportation, other alternatives should be explored such as the use of taxi cabs or other public transit. Another alternative for occasional drivers is contracting with a local rent-a-car company. These are management options the fleet manager must explore. For example, a small rural town has different fleet problems than a large city or state jurisdiction. Should a $40,000 backhoe be purchased when it will only be used occasionally? Why not rent or lease this type of equipment, or buy a used one from another municipality? If equipment is not being used at least 50 percent of the time, maybe other options beside purchase should be explored.

Buying New Vs. Used

Whether new or used equipment is purchased depends on specific circumstances. If a driver needs a vehicle daily and drives 12,000 or more miles per year, then a new car with air conditioning and other convenience items should be considered. Government employees are not "second-class" citizens and should not be treated as such. A few government agencies still force employees to drive "stripped down, bare bones sedans."

According to a study conducted by Runzheimer International, entitled *Survey and Analysis of Business Car Policies and Cost 1989-1990*, nine percent of government fleets do not provide air conditioning, 19 percent do not offer AM/FM radios, while 72 percent do not equip vehicles with cruise control. If a motor pool is charging to its agencies a commercially-competitive rental rate, adequate funds should be available to purchase properly-equipped vehicles.

Buying used cars does have some advantages. Used rental cars make excellent undercover police vehicles since they can be purchased in a variety of makes, models, and colors. The fact is, most of the time, used cars cost less than new cars. Generally, the first year of depreciation on new cars is 20 to 30 percent, depending on market conditions. If a used car in clean condition can be purchased for $1,000 to $2,000 less than a new car, maybe this option should be explored.

However, if vehicles are going to be kept for a long period of time, then buying new should be considered. In addition, manufacturers normally provide additional fleet money to dealers on government bids, which produces very competitive prices on most models.

Refurbishing Stretches Dollars

Municipalities are starting to refurbish specialized equipment such as fire trucks, often saving thousands of dollars. For instance, Onie Crosby, fleet manager for Jacksonville, FL, rebuilt a city fire truck from the ground up, saving the city tens of thousands of dollars.

Circle 121 on Inquiry Card

POLITICAL SUBDIVISIONS

Several municipalities are also exploring the possibility of selling expensive equipment to smaller towns which don't have funds to purchase new equipment. As government budgets contract, fleet managers and purchasing agents are required to constantly look for innovative ways to save tax dollars. Refurbishing specialized vehicles or the sale of equipment to other political subdivisions is one way to stretch those dollars. Tight budgets are a problem that won't go away.

When To Cycle Vehicles

The most controversial and discussed subject in fleet management today is vehicle cycling. Some fleet managers, operating vehicles with 125,000 miles or more, do so until the wheels fall off. Runzheimer's 1989-1990 business car survey reports that 59 percent of government fleets use time and mileage as replacement criteria, while 22 percent use condition, 11 percent mileage only, one percent time only, and seven percent have no policy. The average months of service for a government vehicle is 59 months and 77,994 miles. However, vehicle service life varies by political subdivision. According to the Runzheimer survey, seven percent replace vehicles at less than 60,000 miles, 15 percent at 60,000 to 70,000 miles, and 78 percent recycle at 70,000 or more miles. (Police vehicles were not included in this survey). Unfortunately, determining the best time to dispose of vehicles is not an exact science. There will never be a single right time for all fleet managers to dispose of vehicles which can be applied to all fleets. However, there are some guidelines that should be considered.

The most expensive miles are during a vehicle's first year of life. The longer a car is driven, the cheaper the cost per mile becomes. If a car costs $10,000 today, it will probably be worth 20 percent, or $2,000 less, the same time next year, depending on market conditions. By making this $2,000 available for maintenance, a fleet manager can fix up an average, 60,000-mile car and drive it another 20,000 to 80,000 miles. However, the maximum mileage a vehicle can attain will vary by fleet location.

For instance, a car driven in New York City, generally, will not last as long as a vehicle driven in Florida or Arizona. The reasons for this are that there are not as many potholes in the South, roads don't freeze up and thaw out year after year, and salt and other chemicals are not used. Cars parked in New York City garages are prone to get banged up more than vehicles parked in less congested areas. In addition, stop-and-go traffic is especially hard on vehicles. For instance, a 60,000-mile car driven on the open road should be in better

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condition than a vehicle driven 30,000 miles in a metropolitan area.

So how is fleet replacement policy established? A vehicle replacement policy needs to be flexible, rather than firm. Each time a vehicle is brought in for scheduled preventive maintenance, it should be inspected by the garage foreman and its records reviewed. The foreman determines the mechanical repair work required, the condition of the body, upholstery, tires, brakes, and shocks.

A simple "appraisal" will determine whether a vehicle is clean, safe, and reliable, and the cost of required repairs. If a vehicle is two-years old but "shot," sell it. If the odometer indicates 80,000 miles, but the vehicle is still clean, reevaluate it for continued fleet use. One possibility is to keep the high mileage vehicles by turning them over to departments which require less employee driving. Another option is to use high

Leading Fleet Management Problems At Government Fleets

Fleet Problems	Percent of Respondents 1983	1985	1987	1989
Cost of Maintenance and Repairs	42%	36%	31%	35%
New Car Prices	17%	3%	22%	19%
Quality of Car Maintenance and Repair	N/A	N/A	10%	11%
Vehicle Disposal	2%	28%	5%	8%
Legislative Changes	N/A	N/A	9%	5%
Vehicle Selection	7%	1%	12%	5%
Cost of Financing	1%	3%	4%	3%
Cost of Gasoline	8%	7%	1%	2%
Insurance	N/A	N/A	N/A	2%
Personal Use Chargebacks	2%	9%	1%	N/A
Driver Morale	2%	3%	1%	1%
Other	19%	10%	4%	9%

N/A = Not Asked

Source: Runzheimer International

Table 1.

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Policy Changes Made By Government Fleets To Control Costs

Changes	Percent of Government Respondents* 1983	1985	1987	1989
Tightened Operating Expense Control	51%	36%	43%	26%
Lengthened Vehicle Replacement Cycle	57%	35%	32%	21%
Tightened Personal Use	11%	4%	3%	20%
Adopted More Economical Cars	86%	72%	56%	17%
Changed Vehicle Manufacturers	N/A	N/A	N/A	17%
Switched To Self-Insurance	N/A	N/A	N/A	13%
Instituted Safety Program	N/A	N/A	N/A	13%
Added Preventive Maintenance	N/A	N/A	N/A	14%
Tightened Vehicle Eligibility Requirement	33%	23%	28%	12%
Issued Credit Cards To Drivers	N/A	N/A	N/A	5%
Contracted With National Service To Provide Maintenance	N/A	N/A	N/A	3%
Increased Insurance Deductibles	8%	6%	16%	3%
Changed Insurance Company	N/A	N/A	N/A	1%
Sold Vehicles To Employees	N/A	N/A	N/A	**
No Changes	4%	11%	13%	30%

N/A=Not Asked
*Totals exceed 100% because of multiple answers.
**Less than 0.5%

Source: Runzheimer International

Table 2.

mileage units as spare vehicles.

Often, bids are requested for a one-time buy of 100 or more of one kind of vehicle. If the right vehicle is purchased at the right price, fine, however, what happens if these 100 or more vehicles happen to be "problem cars?" Buying a mix of vehicles and colors helps eliminate this problem. The rent-a-car industry has employed this type of fleet acquisition program for years.

As long as motor pool rental rates charged to agencies adequately covers vehicle depreciation, there should be ample funds to replace units as required. In addition, if vehicles are disposed at auction, a mix of makes and models will help maximize resale dollars.

Why Government Colors?

Government fleets for years have used non-standard colors for trucks such as Omaha orange, DOT yellow, or forest green. Some government fleet managers argue, "We order these colors for safety and identification; besides that's the way we always bought them." However, some municipalities are moving away from non-standard paints.

For instance, the City of Baltimore does not, for the most part, request exotic colors for its vehicles anymore. Currently, white is Baltimore's color of choice, but it also orders a mix of standard factory colors. Vehicles painted in standard factory colors cost less up front and at the end of their service life sell for higher prices at auctions. In addition, the city indicates that a white truck with a strobe light is more than adequate for safety purposes.

In order to identify a vehicle as a government fleet car, some agencies are still blemishing their vehicles with the typical "meatball" logo on the driver's door. An alternative is to affix a decal to the rear window or design a license plate bracket identifying the vehicle. Both can be easily removed prior to disposal.

Logos are fine for a commercial fleet operator, since they are part of the company's advertising, but is it really worth the expense to a local government agency?

Computerizing Operations

The Runzheimer 1989-1990 business car study indicated that 91 percent of government fleet managers use computers in their daily fleet operations. Managing a fleet today is much too complex not to utilize computers. Fleet managers can compare maintenance costs, monitor preventive maintenance, identify driver/vehicle cost exceptions, identify new vehicle selection, prepare budget reports, and other needed information for management. AF

The preceding article was prepared by David Utzinger, fleet sales manager, Eastern Region, for American Isuzu Motors.

The Number Of Imports Increase On Lessor Selectors

Most major fleet leasing companies are offering more import models to their fleet customers than ever before and this trend promises to accelerate in future model-years.

Vehicle leasing companies are steadily increasing the number of import models offered to fleets. According to the 1990 *Automotive Fleet Fact Book*, eight of the 11 largest vehicle lessors purchased more import models in 1989 than in 1988.

As a result, the number of imports offered on lessor recommendation guides is also rising. For example, 11 of the 12 largest lessors offered import models to their fleet customers for the 1991-model year. Toyota and Nissan were the only import manufacturers to have models offered on all 11 selectors.

In another instance, Mazda, which was offered only on GE Capital's selector guide in 1990, was added to the selector lists of Lease Plan USA, McCullagh, PHH FleetAmerica, and United States Fleet Leasing for the 1991-model year.

Similarly, VW was added to GE Capital Fleet Service's recommendation guide in 1990 and subsequently to McCullagh Leasing's selector guide in 1991.

Chart 1 shows the percentage of import models the top 12 vehicle lessors bought in 1989, plus outlines the growth of import models offered by Toyota, Nissan, Mazda, and Volkswagen on lessor recommendation guides from the 1988- through 1991-model years. AF

Expansion Of Imports On Selectors

Fleet Lessor	% Import Purchased '89	Years Offered On Selector Lists			
		TOYOTA	NISSAN	MAZDA	VW
ARI	2.0%	'88, '89, '90, '91	'91	'91	—
Associates	2.7%	'90, '91	'90, '91	—	—
Donlen	1.4%	'90, '91	'90, '91	—	—
Emkay	N/A	'91	'91	—	—
Enterprise	3.8%	'91	'91	—	—
GEC Fleet	2.2%	'90, '91	'90, '91	'90, '91	'90, '91
Lease Plan	3.3%	'90, '91	'90, '91	'91	—
LMV	6.6%	'89, '90, '91	'89, '90, '91	—	—
McCullagh	2.9%	'90, '91	'91	'91	'91
PHH	2.0%	'90, '91	'91	'91	—
USFL	4.5%	'89, '90, '91	'89, '90, '91	'91	—
Wheels	2.2%	—	—	—	—

Chart 1

Profiting From Vehicle Resales To Employees

Selling a fleet vehicle to an employee at the end of its business life is the most financially rewarding method of recouping a percentage of fleet acquisition costs. The trick is increasing the percentage of vehicles sold to employees.

In recent years, retail incentive programs and attractive APR interest rates offered by automaker's finance arms have made buying a new car easier for the general public and resulted in a glut of late-model cars.

One way to avoid the gyrations of the retail used-car market is to sell end-of-term fleet vehicles to drivers, other employees, or customers referred to the company by employees. In fact, selling cars to employees is the most frequently-used method of vehicle disposal by company-owned fleets, and the second most frequently used method for company-leased fleets. Studies have confirmed that employee resale is the most financially advantageous method of disposal.

To find out how some fleets are handling employee resale programs, Automotive Fleet *assembled a panel to discuss methods of organizing such a program and ways to increase employee resales. The panel included: Jerry Albertini, manager of corporate services for Simplex in Gardner, MA; Clive Armitage, manager of travel and transportation for ICI Americas in Wilmington, DE; Hazel Browne, fleet coordinator for Marion Merrell Dow Pharmaceuticals in Kansas City, MO; and Janis Day Christensen, fleet manager for TRW Information Systems in Orange, CA. The moderator was* AF's *Gary Rubin.*

AF: Does your company view resale programs as an employee benefit?

Christensen: From a tax standpoint, we try not to use the word 'benefit' because of the connotations the IRS might make. The cars are being sold wholesale, so it is a benefit to the employee because they are buying the cars for the same price as the dealer. But from a tax standpoint we don't treat it as a benefit.

Albertini: We handle it much the same way. We've done many gyrations on the pricing scheme so that it may be perceived as a benefit. The employees definitely perceive it as a benefit, but for tax purposes we don't refer to it as a benefit.

Browne: We do not quote it as a benefit but it is definitely a benefit to our associates. I think the drivers look at it as a benefit in regard to pricing. They also have the opportunity to sell the vehicle to their family members or friends if they want.

Armitage: We treat it as a benefit but have not promoted it as such. In the past, our company hasn't done a great job of promoting the benefit aspect without confusing the employees as far as the tax implications. We are looking now as to how we can promote the sale of the cars to the employees. We have only offered employees their own cars and I think there is room to offer employees cars that other employees have turned down.

AF: What is your formula for pricing when reselling fleet vehicles? Secondly, what percentage of your vehicles are sold to employees?

Browne: We look at the Automotive Market Report (AMR) and usually take 95 percent of fair market value adjusted for miles. We also ask our leasing company to give us some idea of market value. Currently, the used-car market is strong so we have told our lessor to look at 105 percent of AMR. We did that on the recommendation of the leasing company's remarketing staff. Right now, we're at 30 percent resale to employees, but we're shooting for 40 percent. We feel employee sales is an excellent tool to

Most Financially Rewarding Method Of Vehicle Disposal

Method	Company-Owned	Company-Leased	Combined Totals
Sell to employees	32%	51%	41%
Sell directly to public	24%	11%	17%
Return to lessor	1%	22%	12%
Auction	13%	9%	11%
Trade in	12%	3%	7%
Sealed bids	14%	1%	8%
Sell to wholesaler	4%	3%	4%

*Source: Runzheimer International

recapture our investment in fleet and a great opportunity for the buyer.

Christensen: We use 100 percent of AMR, fair, adjusted for miles and no options. We're at about 25 percent resale, which is NAFA's figure for the average percentage of cars sold by fleets to employees.

Albertini: We use AMR as a wholesale guide. We measure how we price the car to the employee very closely against the average percentage of return our lessor generates. We adjust our pricing guidelines yearly to keep in step with what our lessor generates. For the past two years we've been operating at 95 percent of AMR, clean, adjusted for mileage, but that price also includes a one-year, 12,000-mile warranty that we pass along to any buyer of a Simplex vehicle. Right now, we're at about 30 percent resale to employees.

Armitage: We use AMR fair. We look at a vehicle's condition report, adjusting the price for mileage, plus if the car has less than 70,000 miles we factor in an additional insurance cost of $150 for Auto Shield coverage. We are currently selling about 20 to 22 percent of our cars to employees. I believe we can do better than that.

AF: Are cars sold "as-is?"

Christensen: With our lessor, Wheels, we offer a 12-month, 12,000-mile warranty and automatically build it into the price, but the buyer is advised that if they want to, they can decline the insurance coverage. However, most employees buy the cars with the warranty coverage. This is not a manufacturer's warranty; Wheels offers the warranty through an independent company.

AF: In what ways do you see your company increasing its employee resale percentage?

Christensen: We advertise our listings over the electronic mail system. The way the system works is that the driver automatically gets a sales quote, and roughly 30 to 45 days before the replacement is going to be in, we send a list of the vehicles — make, model, year, and price — over the electronic mail to everybody within the group, roughly 10 TRW companies. We ask employees to contact us if they are interested, then we coordinate the sale through the driver.

Albertini: At individual locations, we are going to a bulletin-board-style running sheet that will consolidate all cars being replaced in a given cycle listing the make, model, and sale price. We will also provide a consolidated roster similar to the bulletin-board running sheets that will be available for our employees at our headquarters office. If there is any interest in a car at an adjoining branch, we will be able to funnel that information into the network very quickly. In the next year or so, we also are going to initiate an effort to bring cars in from the Northeast into the Gardner, Massachusetts area, where our headquarters is located, to generate sales among the 1,400 employees that work there.

Armitage: We are looking at using electronic mail in some of our divisions to promote employee sales. The bulletin board is another tool we are planning to use at our off-site locations.

AF: Are these programs open to people other than employees? Is there any type of restriction or can you basically sell the car to anyone who wishes to purchase it?

Albertini: What we have done in our program is to encourage employees to make an effort to sell the cars, not necessarily to clients, but to neighbors or whomever. We have a sales program that provides the employee a sales commission if they locate a buyer, similar to that of a car salesperson. Anytime a car is sold outside of the Simplex family network, its price is marked-up $200 or more, whatever the market will bear, and the employee and Simplex share that price differentiation 50-50. This commission is included in the employee's regular commission report. Before a vehicle is sold, its records are completely examined. For instance, it can never have been in an accident, which makes it safe to assume that there isn't any hidden frame damage or incorrect repair work. By going through the records ahead of time we have screened out any potential problems, plus all the paperwork clearly states the car is bought as-is and it is warrantied by a third-party insurance carrier, which takes our lessor, Wheels, and ourselves out of the picture. We are not in the business to sell cars, but with the

ones we do sell, we don't want coming back with problems. Therefore, we go through the screening process before a car is ever offered for sale.

Browne: We provide a quoted price to the associate and if the driver wishes to sell the vehicle the associate may increase the asking price to recoup any options he or she might have paid for. We ask the associate to explain to the buyer that the cost of the options is being recouped. The title will then come back showing quoted price.

Armitage: One objective that we want to install in our employee resale program is making the employees aware that we would like their friends and relatives contacted about buying vehicles. I'm listening to the ideas here about commissions, but that would not be something viewed favorably by ICI Americas. We don't want to be car salespeople. We are a very conservative company, so management is sensitive about any activity outside of normal trading. We only want to sell the car one time, and if it is to an employee's friend and that person is willing to pay a certain price where the employee is making a commission, that's fine. But we only want to sell the car once and we only want to get one check for it.

Christensen: Our concern is that our salespeople are getting paid to sell a variety of products and there could be a conflict of interest if employees are trying to sell their cars more than they are trying to sell their products.

AF: Are there any special options that you offer that may make the car more appealing at resale time?

Armitage: Our drivers can add additional options themselves. They will lose that option when the car is replaced if they don't buy the car; the drivers know that there are no exchanges. Any other options that are included on the car depend upon the employee's years of service at a given job. For example, if an employee has been at

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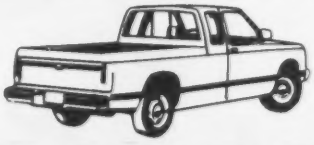

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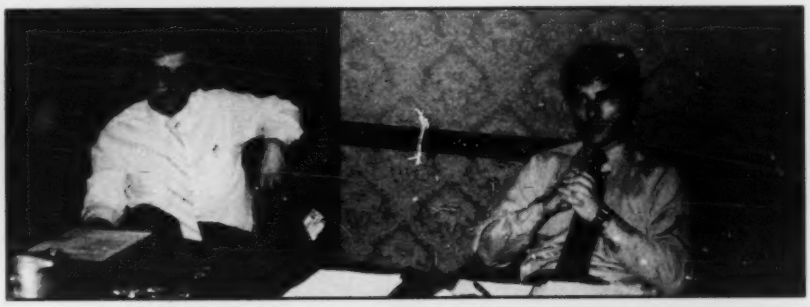

"One objective that we want to install in our employee resale program is making the employees aware that we would like their friends and relatives contacted about buying vehicles. I'm listening to the ideas here about commissions, but that would not be something viewed favorably by ICI Americas," says Clive Armitage, right, manager of transportation and travel at ICI Americas. Looking on is Jerry Albertini, manager of corporate services for Simplex.

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the same job for 10 years, they receive an additional $500 worth of options through our long service award program, which applies to all levels. I think the options we are getting the most requests for are cassette players, power windows, and power locks, which are not always standard. The two items that are of key importance now, not from the perspective of resale but of safety, are airbags and antilock brakes. As soon as ABS becomes price competitive, we will definitely equip our cars with them.

Christensen: We allow our employees to purchase their own options, which makes the car more attractive at resale time. We do have a limited list of colors from which they are allowed to pick. Our rationale for allowing drivers to purchase options is that they are looking at the car from a retail perspective. They don't want to buy a typical fleet car—they want a car that would appeal to the retail public. In addition to the driver's options, we put in options such as cruise control, tilt steering, and six-cylinder engines in our mid-size cars. We take advantage of the manufacturers' options incentives. We feel that each car doesn't have to be equipped exactly alike. We have a good mix of cars that are equipped with airbags, tape players, and power windows, and some cars that have just a few options.

Browne: We equip all of our vehicles with air conditioning, cassette players, cruise control, and tilt steering along with power windows and door locks. We allow our associates to purchase additional options, making the vehicle more appealing to them. We feel if our

"Right now, we're at 30 percent resale to employees, but we're shooting for 40 percent. We feel employee sales is an excellent tool to recapture our investment in fleet and a great opportunity for the buyer," says Hazel Browne, left, fleet coordinator at Marion Merrell Dow Pharmaceuticals. Also participating in the discussion was Janis Day Christensen, fleet manager for TRW Information Systems.

vehicles are well-equipped they will also appeal to the retail market down the road.

Albertini: In addition to allowing our employees to order additional options at their own expense, we have offered an incentive program based on years of safe driving. For every year of safe driving — that's driving without multiple moving violations and/or accidents or a combination of both — employees earn credits toward free options on their next car order. That builds up over time so that some drivers are earning $800 to $900 worth of options. Anything that is a safety-related item is included in the car upfront. The only options we don't include would be something such as chrome wheels, which are a high-theft item. Since we have begun our safety program, it has helped increase our employee resale percentage.

AF: Does offering an incentive for safe driving have a negative impact on the company — possibly with accidents not being reported so that drivers will keep their records clean?

Albertini: If an accident involves another vehicle, it automatically goes through our liability and risk-management departments. The only way drivers can hide accidents is if they backed into a pole or some other stationary object and then report it as 'hit and run' damage. The only effect of our program that I've seen is people really fighting to keep their driving records as clean as possible. If they feel they've been wronged by a speeding ticket, they take it upon themselves to fight it to keep their record

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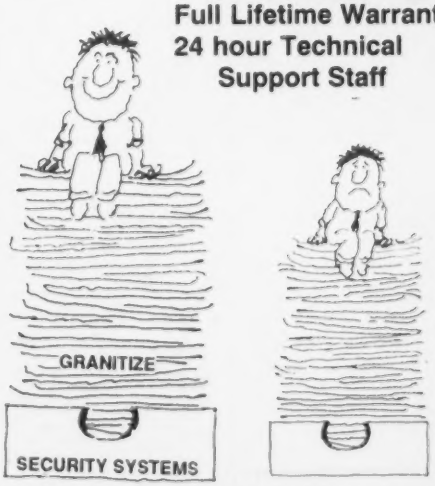

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clean, which helps our insurance ratings. We feel it has been very beneficial. It's put safety at a whole different awareness level within the company.

AF: What ways do you ensure that last-second repairs are not done just before resale?

Armitage: We allow a $200 limit for repairs before questions are asked mainly because of the size of the fleet. One of the reasons we have that limit is because we have a large number of responsible people in our fleet who are safety conscious. A smaller limit won't work if the drivers need tires or something else safety-related. That $200 amount works quite well. It buys you most things except major mechanical repairs.

Christensen: All of our vehicles have to go through our leasing company for any repair over $50. If the car is scheduled for replacement, then the leasing company will contact us and we will discuss what items are safety-related and make a decision from there. Basically, if the repair is not safety-related we won't do it. Before the driver gets a car, a contract is signed with TRW saying that no unauthorized repairs are to be done on the vehicle. If repairs are done during the time that the vehicle is going to be replaced, the driver could be responsible for those repairs. We strongly suggest that all repairs be checked either with the leasing company or through fleet administration.

Albertini: Once a car goes beyond 40,000 miles, the only repair that is pre-approved is a lube, oil, and filter change. Everything else needs an authorization issued by Fleet Administration. We look very carefully at what repairs are being done. Obviously requests for brakes are looked at — are they necessary to keep the car in safe working order or is somebody just trying to get new brakes on the car before they buy it? It does add a few extra phone calls coming into Fleet Administration, but so far we think we've corralled that expense fairly well.

Browne: Our fleet is assisted by a maintenance management company. They flag all cars that are up for renewal and they look at those cars when they come in for maintenance. Any maintenance work under $30 can be done without question. We will do repairs that are safety-related. If the driver says the car needs new brakes, we will do the brake repair. If the car is in for new shocks or to fix the cassette, we then ask the driver if they are planning to buy the car. If we get a commitment, we will often do the repair. This is a verbal commitment, but at times we ask for that commitment in writing. AF

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LIGHT TRUCK AND VAN NEWS

CAFE Rise May Restrict Full-Size Truck Sales

Full-line vehicle manufacturers may have to restrict full-size truck availability if corporate average fuel economy (CAFE) standards become any stricter. According to Clifford J. Vaughan, vice president and group executive for GM's Truck & Bus Group, GM must build and sell six small pickups for every 10 full-sized pickups in order to comply with the 1990-model year CAFE of 20.0 mpg. Vaughan estimates that one million buyers will move from passenger cars to trucks during the 1990-model year.

Current model light trucks are becoming heavier as manufacturers try to comply with new safety and emissions legislation, and light truck manufacturers must find ways to offset the extra weight in order to meet the CAFE standards.

GM To Offer CNG-Powered Trucks In 1991

General Motors announced it will build, warranty, and sell at least 1,000 GMC Sierra pickup trucks with V-8 engines modified to run on compressed natural gas. Utilities in California, Colorado, and Texas have committed to buy the trucks and a group of these utilities have contributed $935,000 to help cover GM's warranty costs.

GM plans to develop other types of CNG-powered vehicles, viewing the pickup trucks as the first step towards offering alternate fuel vehicles. CNG vehicles can reduce ozone-forming pollutants by 65 percent and carbon monoxide by 90 percent, making them among the cleanest-fueled vehicles available. The trucks will carry three storage tanks, five feet long and eight to 10 inches in diameter, and will have a range of 200 miles. Because there is currently a limited number of CNG fueling stations, the trucks will be sold to fleets that operate from a central location.

There are currently 30,000 vehicles fueled by CNG in the U.S. The national market for GM's natural gas trucks could expand to as much as 5,000 to 10,000 trucks per year, according to a GM spokesman.

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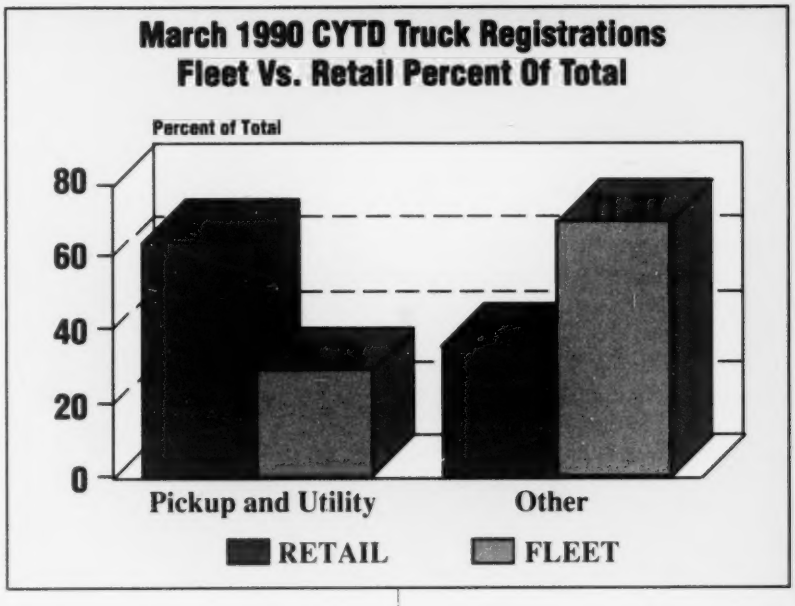
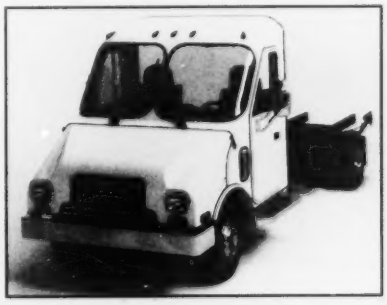


New Cutaway Cab For CDC Chassis

A new handcrafted cutaway cab for the CDC 11,500-lb. GVWR chassis is now available from Computer Designed Chassis in Paxton, IL.

Designed especially to meet the



long-term needs of commercial delivery and emergency vehicle builders and operators, the new cab is all aluminum with a two-inch structural tube frame and .125-inch skin plate, including doors. The cab design offers increased durability, reduced front axle weight, and easy engine and transmission access. Other design benefits include panoramic visibility with a wraparound 2,573-square-inch tinted windshield, and dual outside mirrors.

The CDC cab design also takes service needs into consideration and features easy engine access from the rear through a removable compartment in the cab, transmission access from inside the vehicle through a floor panel, removable wheelwells for access to engine and front suspension, and a "full" tilt hood.

Circle 212 on Inquiry Card

New Bins Designed For Service Vehicles

Access Rack has announced a new line of hopper front bins for use in service vehicles. Bins may be clipped together to prevent bouncing, but are easy to remove individually.

Transparent drop-down fronts allow filling bins to capacity while preventing small parts from bouncing out. The bins can also be subdivided by dividers to suit specific job requirements.

The bins are made from durable polypropylene and are available in five sizes and four colors.

Circle 213 on Inquiry Card

USED-CAR PRICES

The following are average used-car prices for the period ending August 1, 1990. Prices are based on wholesale activity at major dealers across the country. They are divided into three zones as indicated on the accompanying map. These averages are calculated electronically. They are based on clean cars only. Proper allowance should be made for upgrading sharp cars and proper deduction taken for fair cars. Automatic transmissions have been included in the averages of all models. This information is published in *Automotive Fleet* by special permission of *Automotive Market Report*.

88 BUICK SKYHAWK			
Coupe	5,346	5,397	5,237
Sedan	5,420	5,472	5,314
87 BUICK SKYHAWK			
Cust Coupe	4,321	4,363	4,233
Cust Sedan	4,389	4,429	4,298
88 BUICK SKYLARK			
Cust Sedan	6,375	6,440	6,250
87 BUICK SKYLARK			
Cust Sedan	5,330	5,382	5,223
88 BUICK CENTURY			
Cust Sedan	6,312	6,378	6,189
87 BUICK CENTURY			
Cust Sedan	5,264	5,317	5,157
88 BUICK LESABRE			
Cust Sedan	8,342	8,426	8,177
87 BUICK LESABRE			
Cust Sedan	6,984	7,055	6,845
88 CADILLAC DEVILLE			
Coupe	13,568	13,703	13,295
Sedan	13,727	13,863	13,451
87 CADILLAC DEVILLE			
Coupe	10,824	10,934	10,610
Sedan	10,959	11,069	10,738
88 CADILLAC SEVILLE			
Sedan	14,522	14,668	14,232
87 CADILLAC SEVILLE			
Sedan	11,837	11,956	11,602
88 CHEVY BERETTA			
Coupe	6,193	6,255	6,071
88 CHEVY CORSICA			
Sedan	5,770	5,831	5,660
87 CHEVY BERETTA			
Coupe	4,841	4,889	4,746
87 CHEVY CORSICA			
Sedan	4,405	4,452	4,319
88 CHEVY CAVALIER			
Sedan	5,151	5,204	5,049
87 CHEVY CAVALIER			
Sedan	3,880	3,920	3,804
88 CHEVY CELEBRITY			
Sedan	5,871	5,930	5,753
87 CHEVY CELEBRITY			
Sedan	4,673	4,720	4,581
88 CHEVY CAPRICE			
Sedan	6,671	6,738	6,539
87 CHEVY CAPRICE			
Sedan	5,404	5,455	5,293
88 CHRYSLER NEW YORKER			
Sedan	9,774	9,872	9,580
87 CHRYSLER NEW YORKER			
Sedan	6,850	6,916	6,710
88 CHRYSLER FIFTH AVENUE			
Sedan	9,549	9,645	9,361
87 CHRYSLER FIFTH AVENUE			
Sedan	7,554	7,627	7,402
88 DODGE ARIES AMERICA			
Sedan	4,695	4,740	4,602
87 DODGE ARIES			
Sedan	3,726	3,763	3,651
88 DODGE SHADOW			
Liftbk 5 Dr	5,044	5,094	4,945
87 DODGE SHADOW			
Liftbk 4 Dr	4,085	4,128	4,001
88 DODGE DYNASTY			
Sedan	7,513	7,591	7,363
88 FORD ESCORT			
Htchbk 4 Dr GL	4,229	4,271	4,143
87 FORD ESCORT			
Htchbk 4 Dr GL	3,288	3,321	3,221
88 FORD MUSTANG			
LX-4 Coupe	5,872	5,932	5,754
87 FORD MUSTANG			
LX-4 Coupe	4,753	4,801	4,660
88 FORD TEMPO			
GL Sedan 4 Dr	5,220	5,272	5,114
87 FORD TEMPO			
GL Sedan 4 Dr	4,093	4,137	4,014
88 FORD TAURUS			
GL Sedan 4 Dr	6,712	6,780	6,581
87 FORD TAURUS			
GL Sedan 4 Dr	5,500	5,557	5,391
88 FORD CROWN VICTORIA			
Sedan	8,944	9,032	8,764
87 FORD CROWN VICTORIA			
Sedan	7,385	7,460	7,238
88 THUNDERBIRD			
Coupe	8,045	8,126	7,884
87 THUNDERBIRD			
Coupe	6,576	6,642	6,442
88 LINCOLN			
Town Car Sedan	13,337	13,471	13,070
Mark VII LSC Coupe	14,754	14,901	14,459
Continental Sedan	16,046	16,204	15,725
87 LINCOLN			
Town Car Sedan	11,006	11,115	10,785
Mark VII LSC Coupe	12,416	12,540	12,167
Continental Sedan	11,705	11,824	11,472
88 MAZDA 626			
LX Sedan 4 Dr	7,844	7,921	7,687
88 MERCURY COUGAR			
LS Coupe	8,479	8,565	8,309
87 MERCURY COUGAR			
LS Coupe	7,017	7,085	6,875
88 MERCURY TOPAZ			
GS Sedan 4 Dr	5,304	5,355	5,197
87 MERCURY TOPAZ			
GS Sedan 4 Dr	4,102	4,145	4,023
88 MERCURY SABLE			
GS Sedan	6,385	6,902	6,696
87 MERCURY SABLE			
GS Sedan	5,528	5,587	5,418
88 MERCURY GRAND MARQUIS			
Sedan	9,539	9,633	9,347
87 MERCURY GRAND MARQUIS			
Sedan	8,043	8,120	7,879
88 MITSUBISHI MIRAGE			
Sedan	4,191	4,234	4,107
87 MITSUBISHI MIRAGE			
Sedan	2,982	3,013	2,922
88 NISSAN SENTRA			
Sedan 2 Dr	4,066	4,108	3,985
88 NISSAN STANZA			
E Ntch 4 Dr	6,613	6,679	6,481
88 NISSAN MAXIMA			
SE Sedan	10,457	10,561	10,247
87 NISSAN SENTRA			
Sedan 2 Dr	3,341	3,374	3,274
87 NISSAN STANZA			
E Ntch 4 Dr	5,369	5,421	5,262
87 NISSAN MAXIMA			
SE Sedan	8,124	8,207	7,960
88 OLDS CALAIS			
Sedan	6,330	6,391	6,203
87 OLDS CALAIS			
Sedan	5,348	5,400	5,239
88 OLDS CIERA			
Coupe	6,246	6,308	6,120
Sedan	6,312	6,378	6,189
87 OLDS CIERA			
S Coupe	5,251	5,302	5,143
Sedan	5,310	5,364	5,205
88 OLDS CUTLASS SUPREME			
Coupe	7,383	7,459	7,238
87 OLDS CUTLASS SUPREME			
Coupe	6,178	6,241	6,054
Sedan	6,178	6,241	6,054
88 OLDS 98 REGENCY			
Sedan	9,944	10,041	9,742
87 OLDS 98 REGENCY			
Sedan	8,266	8,349	8,100
88 PLYMOUTH RELIANT			
Sedan	4,719	4,765	4,628
87 PLYMOUTH RELIANT			
Sedan	3,743	3,780	3,672
88 PLYMOUTH SUNDANCE			
Liftbk 4 Dr	5,040	5,090	4,941
87 PLYMOUTH SUNDANCE			
Liftbk 4 Dr	4,066	4,109	3,984
88 PLYMOUTH GRAN FURY			
Salon Sedan	5,020	5,070	4,918
87 PLYMOUTH GRAN FURY			
Salon Sedan	4,020	4,061	3,940
88 PONTIAC SUNBIRD			
SE Coupe	5,328	5,383	5,220
Sedan	5,400	5,451	5,292
87 PONTIAC SUNBIRD			
SE Coupe	4,175	4,218	4,092
Sedan	4,111	4,152	4,031
88 PONTIAC 6000			
Coupe	5,960	6,020	5,842
Sedan	6,027	6,086	5,905
87 PONTIAC 6000			
Coupe	4,785	4,832	4,689
Sedan	4,840	4,889	4,745
88 PONTIAC GRAND AM			
Sedan	6,343	6,406	6,214
87 PONTIAC GRAND AM			
Sedan	5,642	5,697	5,529
88 PONTIAC BONNEVILLE			
Sedan	8,390	8,474	8,223
87 PONTIAC BONNEVILLE			
Sedan	7,575	7,648	7,422
88 PONTIAC GRAND PRIX			
Coupe	7,639	7,717	7,493
87 PONTIAC GRAND PRIX			
Coupe	6,282	6,344	6,155
88 TOYOTA COROLLA			
Sedan 4 Dr Deluxe	6,098	6,160	5,977
88 TOYOTA CAMRY			
Sedan 4 Dr Deluxe	8,029	8,109	7,870
88 TOYOTA CRESSIDA			
Lux Sedan	12,427	12,550	12,179
87 TOYOTA COROLLA			
Sedan 4 Dr Deluxe	4,686	4,733	4,594
87 TOYOTA CAMRY			
Sedan 4 Dr Deluxe	6,793	6,861	6,657
87 TOYOTA CRESSIDA			
Lux Sedan	10,189	10,292	9,985
88 VOLKSWAGEN JETTA			
Sedan 4 Dr	6,487	6,553	6,358
87 VOLKSWAGEN JETTA			
Sedan 4 Dr	5,272	5,325	5,166
88 VOLVO			
240 DL Sedan	11,296	11,407	11,070
87 VOLVO			
240 DL Sedan	9,231	9,325	9,047

PRODUCTS

IMPROVE RECEPTION ON HAND-HELD PHONES with a new antenna from The Antenna Co. The NEC P-300 adaptor fits onto the P-300 custom-connector and improves reception for a hand-held phone user because it can be used with high-performance outside antennas with standard TNC connectors. The adaptor also allows test equipment to be connected to the P-300 so the phone performance can be measured and evaluated. *The Antenna Co.*

Circle 220 on Inquiry Card

ON SITE AUTO AND TRUCK MAINTENANCE SERVICE is listed in VehiCare's new brochure for corporate fleets. *VehiCare is Easy Care* describes the various services VehiCare franchises offer. *VehiCare.*

Circle 221 on Inquiry Card

GAS PRICES

UNLEADED GAS
Cost Per Gallon

City	Full-Serve	Self-Serve
Montgomery, AL	142.9 ¢	119.2 ¢
Phoenix, AZ	154.9	118.9
Pasadena, CA	157.8	120.1
Washington, D.C.	155.3	122.6
Tampa, FL	149.9	118.4
Honolulu, HI	193.4	152.5
Bangor, ME	141.2	128.9
Columbus, MS	127.5	116.9
Great Falls, MT	131.9	118.9
Farmington, NM	149.2	133.9
Cleveland, OH	164.5	129.0
Harrisburg, PA	150.0	122.2
Charleston, SC	122.5	111.9
Houston, TX	161.7	120.8
Ogden, UT	130.2	112.9

The average U.S. full-serve gasoline price for the month of August was 142.1 cents per gallon.
The average U.S. self-serve gasoline price for the month of August was 121.1 cents per gallon.
Survey conducted during the first five working days of August 1990.
Supplied by Runzheimer International, Runzheimer Park, Rochester, WI.

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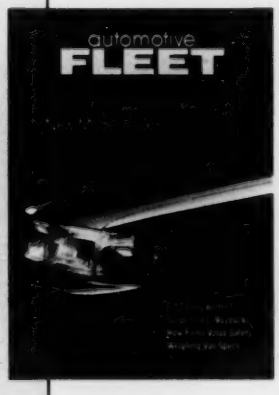

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- No charge for typesetting
- Prepayment required by check or charge on Visa or Mastercard

SPACE CLOSING:

- The first of the preceeding month

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(213) 376-8788